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Grace-New Haven Community Hospital Annual Report 1955 - 1956

Grace-New Haven Community Hospital

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GRACE-NEW HAVEN COMMUNITY HOSPITAL

ANNUAL REPORT

1955-1956

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789 HOWARD AVENUE
NEW HAVEN 4, CONNECTICUT

GRACE-NEW HAVEN COMMUNITY HOSPITAL

ANNUAL REPORT

1955-1956

789 HOWARD AVENUE
NEW HAVEN 4, CONNECTICUT

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OFFICERS

GRACE-NEW HAVEN COMMUNITY HOSPITAL

September 30, 1956

President

George S. Stevenson

Vice-President

Frederick D. Grave

Vice-President

Robert S. Judd

Secretary

Stanley Daggett

Treasurer

The Union and New Haven Trust Co.

Auditors

Seward and Monde

Directors whose terms of office expire respectively in

February 1957

Spencer M. Berger
Lewis E. Caplan
William C. Celentano
A. Bryan Clark
Charles H. Costello
Robert N. Giaimo
Herman R. Giese
Frederick D. Grave
George S. Hawley
Louis L. Hemingway
I. J. Hoffman
Thomas Hooker
Wilbur G. Hoyer
Richard S. Jackson
Leslie H. Jockmus
Daniel W. Kops
G. Vincent Maconi
Ellis C. Maxcy
Joseph S. Miller
Robbins H. Miller
Robert S. Reigeluth
Lucius S. Rowe
Richard M. Thalheimer
Arnon D. Thomas
Raynham Townshend
Stanley S. Trotman
Abraham S. Ullman
G. Harold Welch

February 1958

Thomas T. Amatruda
Frank S. Brainard
Walter W. Bronson, II
H. Wick Chambers, Jr.
James W. Cooper
George B. Darling
John I. Ely
John E. English
Philip H. English
Carl G. Freese
Henry L. Galpin
William B. Gumbart
Mrs. Samuel C. Harvey
William Horowitz
H. Everton Hosley, Jr.
William M. Hurley
James S. Johnson
Herbert S. MacDonald
Donato Maisano
Charles Oppe
Philip Paoella
Robert E. Ramsay
Orville F. Rogers, M.D.
Charles E. Rolfe
Louis M. Rosenbluth
Joseph A. Schiavone
James A. Shanley
George S. Stevenson
Carlos F. Stoddard, Jr.
Edgar Tullock
William F. Verdi, M.D.
Frederick H. Wiggin
Charles A. Williams

February 1959

John W. Barclay
George F. Barnes
D. Spencer Berger
George W. Berger
Peter J. Berry
Roland M. Bixler
Milton P. Bradley
Henry P. Brightwell
Lewis H. Bronson
Charles A. Cahn
Mrs. Edith V. Cook
Stanley Daggett
Franklin Farrell, III
Robert J. Hodge
Reuben A. Holden
Frederic E. Hudson
Wallace C. Hutton
Henry W. Jones, Jr.
Robert S. Judd
F. Thatcher Lane
Frederick W. Loeser
James F. McClelland
Spencer F. Miller
Rollin G. Osterweis
Thomas H. Russell, M.D.
Robert R. Savitt
William A. Thomson, Jr.
Henry H. Townshend, Jr.
Merritt D. Vanderbilt
Paul M. Zorn

Mayor Richard C. Lee (ex-officio)

Mrs. Robert M. Lewis (ex-officio)

COMMITTEES OF THE BOARD OF DIRECTORS

Executive Committee

Robert E. Ramsay, Chairman
 Richard C. Lee (ex-officio)
 Stanley Daggett
 Henry L. Galpin

Frederick D. Grave
 Robert S. Judd
 Spencer F. Miller

George S. Stevenson
 Arnon D. Thomas
 G. Harold Welch
 Paul M. Zorn

Finance and Budget Committee

G. Harold Welch, Chairman
 Carl G. Freese

Thomas Hooker

H. Everton Hosley, Jr.
 Stanley S. Trotman

Investment and Trust Administration Committee

Henry L. Galpin, Chairman

John I. Ely
 Carl G. Freese

G. Harold Welch

Personnel Committee

Frederick D. Grave,
Chairman

Spencer M. Berger
 Herman R. Giese

Richard Thalheimer
 Paul M. Zorn

Medical Committee

George S. Stevenson,
Chairman

Charles H. Costello
 William Horowitz

Robert S. Judd
 Philip Paoletta

Nursing School Committee

Stanley Daggett, Chairman
 Henry P. Brightwell
 George F. Barnes
 Miss Elizabeth S. Bixler

L.E. Celentano, M.D.
 George B. Darling
 Mrs. Samuel J. Goldberg, Sr.
 Miss Elizabeth Hartnett

August Hollingshead
 Wallace C. Hutton
 Miss Irma King
 Mrs. Henry J. Steeneck

Public Relations Committee

Roland M. Bixler, Chairman
 Henry P. Brightwell

Reuben A. Holden
 Richard S. Jackson

Daniel W. Kops
 Charles A. Williams

Traffic and Parking Committee

Robert S. Reigeluth, Chairman

Charles A. Cahn

GRACE-NEW HAVEN COMMUNITY HOSPITAL

EXECUTIVE STAFF

September 30, 1956

Director

Albert W. Snoke, M. D.

Associate Director

John T. Law

Assistant Directors

Richard H. Judd

Gerard A. Ouellette
Anna E. RyleRaymond C. Duff
Betty L. HorneAdministrative Assistant

John E. Ives

Director of Public Relations

Alfred H. Marshall

Director of Personnel

Mabel G. Martin

Admitting

Helen B. Bray

Anesthesia

Nicholas M. Greene, M. D.

Business Office

Edward J. Hammerbacher

Clinics

Caroline E. Falls

Dietary

Doris Johnson

Information

Catherine C. Willis

Maintenance, Housekeeping, Laundry

John W. Manz

Medical Records

A. Louise Kelsey

Microbiological Laboratories

Leonor D. Haley

Nursing

Anna E. Ryle

Pharmacy

Ugo F. Caruso

Physical Medicine and Rehabilitation

Thomas F. Hines, M. D.

Purchasing

J. Hasbrouck Wallace

Radiology

Arnold H. Janzen, M. D.
Robert M. Lowman, M. D.

Social Service

Emily J. Nichols

Switchboard

Beulah B. Furbush

Volunteers

Bettina Jones

ANNUAL REPORT OF THE DIRECTOR
OF THE
GRACE-NEW HAVEN COMMUNITY HOSPITAL

Whenever I start to write an annual report I am always faced with the dilemma of how much attention I should devote to what has been done as contrasted to what is being done and what should be done in the future.

It is also difficult to frame a twelve-month period and within that frame to tell of startling new accomplishments; so many developments are gradual and need the perspective of several years for true measurement of their progress.

In this report I will try to cover the past and the present as thoroughly as space allows and hope you will forgive an occasional nod to the future which lies a little beyond the framework of the current year.

For the year which closed on the last day of September, 1956, the Hospital continued to expand its service to the community. In-patient days were slightly higher than in the previous year, more individuals were cared for in the Hospital, while visits to the Out-Patient Department, -and particularly to the Emergency Service-, increased also. A record number of babies were born in the institution and there is little doubt that the coming year will see even more activity on this service.

Comparison of salary expense of the Hospital with that of previous years makes it apparent that major strides are being taken by the Hospital to provide a more realistic wage scale for its employees. Hospitals have long been known for the relatively low wages paid their employees; historically, the latter have provided a substantial part of their service on a philanthropic basis. This cannot and should not be expected today.

The salary expense of the Hospital for the past year was \$4,265,034 as contrasted to \$3,721,371 two years ago. The rise is largely due to wage increases rather than to addition of personnel.

We have no illusions regarding the adequacy of our salary scales in the Hospital today. Others have not stood still while we moved ahead. But the limiting factor of necessary charges to patients continually keeps the Hospital between the Devil and the Deep Blue Sea. While

we try to get our wage rates up to community levels, we are also trying to improve service to patients, -both costing more money-, and at the same time we must always do our best to hold our cost as low as possible because of the continuing difficulty of many patients in paying for essential services.

This Medical Center cannot stand still. Medical knowledge is constantly increasing and new community services are continually being sought.

During the past year substantial contributions have been made to the total health service of the community.

Perhaps the outstanding one was the enlargement and improvement of the Women's Clinic made possible through generous support by the Women's Auxiliary of the Hospital and by Hill-Burton funds from the United States Public Health Service.

A new Dermatology Clinic has been completed; a new 110-car parking lot has been constructed across Howard Avenue from the New Haven Unit and is in operation under a concessionaire; we have just expanded and renovated the Psychiatric Out-Patient Clinic; and as the year closed work was well on the way for major expansion of the William Wirt Winchester Chest Clinic and a new and larger Hearing and Speech Center.

All of these facilities will offer expanded services not only to patients and their physicians but to the Yale School of Medicine as well.

The Hospital's educational program, apart from that of Yale University, has also been expanded. Currently we are working out plans for continued association with the University of Connecticut School of Nursing which should prove of mutual benefit. The change of emphasis by the Yale School of Nursing to graduate nursing education only in the future has caused the Hospital to concentrate its attention on its two "home" schools, -the collegiate program of the University of Connecticut, and the diploma program of the Grace-New Haven School of Nursing. With the State of Connecticut's one-year program for licensed practical nurses, and Yale's Master's Degree program, the Medical Center will continue to offer as broad a spectrum of nurse training as exists anywhere in the country.

The Hospital is continuing its extensive programs for training food service supervisors, X-Ray technicians and medical technologists, and the Executive Committee has recently approved the recommendation of Miss Doris Johnson, Director of Dietetics, that a dietary internship program be inaugurated in the Fall.

Just as the Medical School considers that research must accompany teaching and service in a properly-rounded medical care program, the Hospital has added to its service and teaching functions active participation in the research on hospital function and design in collaboration with the Department of Public Health and Hospital Administration of the Medical School with funds granted by the United States Public Health Service.

I am often reluctant to talk about future activities and future problems, for I feel that the administrative staff and department heads of the Hospital are kept so busy meeting the daily crises which beset our complex organization that it is unfair to add more complications to their daily lives.

However, this Hospital like all major health centers, is facing extensive problems of growth, of expansion of service, of financing, etc., and of necessity we must plan for the future before embarking into unfamiliar areas.

1. FINANCES

Most of our plans for the future and limitations for the present are dependent upon dollars and cents.

The Hospital receives 94% of its income from third-parties and from self-paying patients, - only 6% from gifts, grants and endowments.

Free care was given to in-patients and out-patients during the past year in the amount of \$527,065 as follows:

Semi-Private Patients	\$ 5,802
Ward Patients	136,767
Newborn	21,468
Out-Patient Clinics	357,776
Emergency Service	11,054

As is readily evident, the great majority of free care is being given to indigent or medically-indigent patients in the Clinics, on the Wards and in the Emergency Service.

Since one of the main sources of supplementary funds for this subsidy must be the income from the private patient, Hospital charges must be set somewhat above the cost of rendering private patient service. I regard this taxing of the sick patient to pay for the care of his indigent neighbor as most inequitable, but we have not yet been able to produce a practical alternative.

It is estimated that if the full cost for the care of just those patients who are completely indigent were paid for by local or state governmental funds, a saving of \$151,500 a year could be effected in the Hospital's expenses which could be applied to increased wages or to decreased charges, or to both.

Another essential service which must be substantially underwritten by income from patients is the education of student nurses. The Hospital, of course, receives valuable and truly indispensable service from these young women in the course of their training, but the cost of providing maintenance to the students of both the University of Connecticut and the Grace-New Haven Schools of Nursing, and of furnishing instruction as well to students of the latter school, is large. Estimates indicate that there is a net educational cost to the Hospital for these two schools of approximately \$293,175 a year.

The philosophy of how hospital bills should be met is admittedly complicated, and points-of-view differ markedly dependent upon one's relationship to insurance, to welfare agencies, to hospitals or to patients.

I believe that the full cost of care for the indigent who is a direct responsibility of a political unit should be met through tax funds. I believe that the cost of care for the individual who is medically indigent (that is, who is able to look after himself except in emergencies caused by illness or accident) should be met by gifts, grants and endowments of the hospital to the limit of these resources. The balance of the cost for the medically indigent should not be paid by private and semi-private patients, but by Society in general. Today, this deficit is being met by charges to private and semi-private patients and by the average hospital employee who contributes by working for a lower salary than he should really get.

If the cost of education and the remaining expense for care of the medically indigent were paid for by Society as a whole, - Government, if you will-, hospital finances could be handled on a far more realistic basis.

2. NURSING

Although finances continue to be a limiting factor in many of our plans, the most important single problem upon which the economy of the Hospital depends is adequate numbers and quality of personnel, - particularly of nurses and other professional women.

If sufficient nursing personnel were available, additional patients could be admitted with a resultant improvement in Hospital finances; services could be expanded in many additional areas appropriate to a Medical Center like ours; and our present service to

patients and physicians alike could be appreciably improved.

Every effort is being made to increase the supply of nurses in the Medical Center: personnel practices and wages are being continuously reviewed; graduate nurses are being relieved of non-nursing duties by substitution of other trained personnel; and student nurses are being actively recruited and trained in larger numbers.

I am convinced that increasing the numbers of graduate nurses on patient divisions will not only directly improve the morale of working nurses by relieving them from frequent evening, night and week-end rotation but, -perhaps even more important-, it will enable our nurses to care for patients as they have been taught to do, as they want to do, and as the patients want them to do.

Nursing personnel must be recruited and trained in ever-increasing numbers if we are to care for the growing health needs of this country. They must also be given the satisfaction of being able to care properly for their patients and of being properly reimbursed. This is our major task during the coming years.

3. HOSPITAL SERVICE

Major attention is being given and will continue to be given to improvement and expansion of our Hospital's health service to the community.

It is expected that planning and financing of the High Voltage Radiation Center will be completed by the end of the year. This will be a major addition to our community service.

Continued thought and effort will be devoted to offering additional hospital services to those who are not acutely-ill bed-patients. Improvement of laboratory and ambulatory X-Ray services is desirable so that more patients can obtain these diagnostic services without having to be admitted to a hospital bed.

Serious consideration is being given to some stratification within the Hospital so that very acutely ill patients may receive special care on an acutely-ill division, - somewhat like an extension of our two post-surgical recovery rooms-, while a less-acute unit would offer an abbreviated service to those who do not require constant nursing attention but who should still remain in the Hospital.

However, it should be emphasized that similar programs conducted elsewhere have not yet demonstrated any total saving in either nursing personnel or cost. It is possible that overall care is improved, but careful study is required.

Consideration will be given to an extension of the association which the Medical Center has developed with Gaylord Farm Sanatorium and Woodruff Rehabilitation Center through which our patients needing convalescent or long-term chronic care may be referred to a facility which can provide such care at a lower cost than obtains in an acute general hospital. This presents possibilities which might well be developed as patterns for future institutional care of patients with complicated chronic diseases.

4. AMBULATORY SERVICE

The Medical Center is taking a new look at its role in ambulatory care. With the increase in cost of in-patient care, every effort should be made to provide diagnostic and therapeutic services to patients on an ambulatory basis rather than requiring them to come into the Hospital.

We hope to make it simpler for physicians to refer patients to the Medical Center for specialized laboratory service and radiological examinations, and to insure getting accurate reports back to the physicians promptly. We also hope to improve the physical surroundings and the service, both to physicians and their patients, in our Out-Patient Clinics so that these resources may be more extensively used by the community on a referral or continuing basis.

The joint appointment by the Medical School and the Hospital of Dr. Raymond S. Duff as Assistant Director in charge of the Out-Patient Service should provide continuity of leadership in our ambulatory care program which has long been needed. Particular attention is being directed toward service in the emergency department.

With the growth of voluntary pre-payment plans for in-patient hospital care there has been a marked increase in the economic pressure to hospitalize patients for certain diagnostic procedures such as X-Ray and laboratory examinations which could well be offered on an ambulatory basis. Most physicians are convinced that there is serious abuse of this in the form of unnecessary hospitalization, although in our own case the great demand for hospital beds which generally prohibits admission of the less acutely ill has so far prevented a demonstration of this abuse.

I believe that much more diagnostic work could be done on an ambulatory basis, and it is hoped that the Connecticut Blue Cross will try to develop ambulatory diagnostic programs such as are being tried in other Blue Cross plans in this country.

Attention should be directed to the need for exerting Hospital influence to persuade the Connecticut Medical Service (Blue Shield) to provide partial payments for X-Rays on an ambulatory basis to clinic

patients. For some reason that is completely mysterious to me, payment is made for an X-Ray if a patient walks into a private doctor's office; but if the same patient walks into a doctor's office that happens to be located in a hospital rather than across the street, payment is refused. This discriminatory policy is contrary to the national trend of developing hospitals as community centers of health service, and is unique among Blue Shield plans in this country.

This policy creates a particular hardship upon many medically indigent patients who attend our Out-Patient Clinics and who get all of their medical care in the Clinics, - but who must go elsewhere to get their X-Rays.

5. EXPANSION OF SERVICES

A Medical Center of our type can never cease expanding its services. New laboratory procedures start out on a research basis and in time become an indispensable part of direct service. Particular clinical interests become more and more specialized, and special procedures, clinics, residencies and even separate patient divisions develop from them.

These growing services require special equipment and space, additional specially-trained personnel, rearrangement of in-patient or out-patient divisions and schedules, and sometimes actual major physical additions to plant.

The enlarged William Wirt Winchester Chest Clinic, the new Cardio-Pulmonary Physiology Laboratory and the Hearing and Speech Center are recent examples of this development.

6. FUTURE NEEDS

In-Patient Psychiatric Service is a major need still to be met in the community. The Yale Psychiatric In-Patient Clinic meets this need to a certain extent, but is not designed for the typical community general hospital patient who requires short-term psychiatric diagnostic and therapeutic services, - particularly when the psychiatric problem is associated with an acute medical or surgical problem. The Hospital Board and staff must give careful thought to this need during the next few years.

The disturbing trend toward an increasing waiting list of patients needing elective hospitalization points up the necessity for a careful review of the need for hospital beds in the community, and particularly the needs of this Hospital during the coming years.

It is distinctly possible that additional obstetrical beds and nursery facilities will be required as the number of babies born in the Hospital increases year by year. The obvious place for expansion of obstetrical beds is the eighth floor of the Memorial Unit. A part of the plan might be development of the additional area as a surgical division in which would be concentrated all the in-patient gynecological activities of the Hospital.

This is only in the discussion stage at present, but we must be thinking about it now, for to translate dreams into bricks, mortar and personnel takes years. We are anxious to anticipate needs, - not plug gaps after they occur.

7. CONCLUSION

Hospital administration is a complicated activity, and this year my additional responsibilities with the American Hospital Association have really made life a little hectic.

The understanding and support of the combined Medical Boards and of the Hospital Board of Directors has been generous and greatly appreciated.

I am particularly grateful to the Administrative Staff and to the Department Heads of the Hospital. They are the ones who are carrying the major administrative and operating load, and their quiet tolerance of my weekly-to-daily new idea, and their patient adjustments of my theories into practice is duly acknowledged and appreciated.

Albert W. Snoke, M.D.
Director

COMPARATIVE STATISTICS

Year Ended September 30

	<u>1955</u>	<u>1956</u>
Patients in Hospital start of period	573	625
Admitted	23,997	24,587
Total Patients cared for	24,570	25,212
Discharged	23,945	24,624
Patients in Hospital end of Period	625	588
Total number days including Psychiatric Clinic	223,081	224,480
Average length of patients' stay	9.32	9.12
Daily average number of patients	611	613
Stillbirths not included in admissions	42	40
Deaths	800	928
Total number of visits to Dispensary	78,798	77,391

Departmental Services

Operations including urological treatments	13,776	13,325
Deliveries	4,089	4,169
Anesthesias rendered	12,492	12,355
X-Ray Examinations	52,458	54,592
Laboratory Examinations	270,563	261,416
X-Ray Therapy Treatments	6,228	7,188
Physical Therapy Treatments	26,521	23,207
Emergency Out-Patient Visits	28,177	29,043
Prescriptions Filled	64,620	70,354
Meals Served	1,147,189	1,107,012
Pounds Laundered	4,060,978	4,107,701

Admissions by Class

Private	2,809	2,974
Semi-Private	15,425	16,098
Ward	5,711	5,481
Total excluding Psychiatric	23,945	24,553
Psychiatric	52	34
Total	23,997	24,587

Year Ended September 30

Discharges by Professional Service	<u>1955</u>	<u>1956</u>
Gynecological	2,109	2,094
Obstetrical.....	4,623	4,783
Medical - General	3,456	3,925
Metabolism	214	105
Physical Medicine and Rehabilitation.....	77	76
Pediatric - General	953	870
Pediatric - Newborn	4,355	4,459
Surgical - General	3,964	3,845
Dental Surgery	141	140
Neurosurgery	552	535
Ophthalmology	415	494
Orthopedic	949	974
Otolaryngology.....	668	812
Thoracic Surgery	536	565
Urology	884	908
Psychiatric - Mental Hygiene	49	39
Total	<u>23,945</u>	<u>24,624</u>

Patient Class	<u>Days Service</u>		<u>Daily Average</u>		<u>Percentage of Occupancy</u>	
	<u>1955</u>	<u>1956</u>	<u>1955</u>	<u>1956</u>	<u>1955</u>	<u>1956</u>
Adults & Children						
Private	26,678	27,509	73.09	75.16	--	--
Semi-Private	97,660	101,939	267.56	278.52	--	--
Ward	60,932	56,591	166.94	154.62	--	--
Total	<u>185,270</u>	<u>186,039</u>	<u>507.59</u>	<u>508.30</u>	<u>77.14</u>	<u>76.90</u>
Newborn	25,295	25,736	69.30	70.32	61.87	62.79
Total	<u>210,565</u>	<u>211,775</u>	<u>576.89</u>	<u>578.62</u>	<u>74.92</u>	<u>74.85</u>
Psychiatric						
Clinic	<u>12,516</u>	<u>12,705</u>	<u>34.30</u>	<u>34.71</u>	<u>76.22</u>	<u>78.89</u>
Total all Patients	223,081	224,480	611.19	613.33	74.99	75.07

CLINIC VISITS
OUT-PATIENT DEPARTMENT

Year Ended September 30

	1955	1956
Medicine		
General.....	8,164	7,884
General (G)	217	57
Skin	1,780	2,159
Tuberculosis	1,930	1,733
Allergy	2,547	2,538
Cardiac	1,050	965
Cardiac Pulmonary.....	168	524
Cardiac Evaluation	10	--
Hematology	657	668
Arthritis	682	775
Metabolism	1,704	1,853
Metabolism (G) incl. Chiropody	349	305
Neurology	656	651
Medical Seizure.....	422	595
Special Medical	431	415
Rehabilitation	372	293
Gastro-intestinal	--	525
Total	21,139	21,940
Surgery		
General.....	6,421	5,619
Neurosurgery	504	442
Dental	3,404	3,349
Ophthalmology - General	3,786	3,303
Refraction	1,478	1,594
Strabismus.....	860	789
Glaucoma	85	106
Orthoptic	419	--
Retinal Photography.....	97	141
Minor Surgery and Visual Fields	39	262
Otolaryngology.....	3,683	3,517
Audiology	428	450
Speech Therapy.....	229	260
Orthopedic	4,740	4,879
Urology	2,168	1,999
Chest	374	286
Cardiovascular	1,015	736
Plastic	272	236
Minor.....	364	444
Total	30,366	28,412

	Year Ended September 30	
	1955	1956
Obstetrics and Gynecology		
Pre-natal	6,521	6,013
Post-partum	636	620
Gynecology	3,020	2,723
Resident's Clinic Pre-natal	940	821
Resident's Clinic Post-partum	59	45
Gynecology Tumor	153	348
Infertility and Endocrine	231	364
Medical Complications	149	242
Psychiatric Consultations	19	12
Director's Consultations	74	70
Total	<u>11,802</u>	<u>11,258</u>
Pediatrics		
General	4,638	4,545
Allergy	1,623	1,840
Cardiac	1,256	1,049
Hematology	290	350
Arthritis	12	10
Metabolism	648	688
Neurology	455	464
Orthopedic	-	7
Surgical	36	92
Skin	260	458
Third Pediatric	238	340
Newborn	556	187
Hospital follow-up	140	9
Endocrine	29	43
Oncology	5	19
Cardiac Adolescent	-	272
Total	<u>10,186</u>	<u>10,373</u>
Psychiatry	5,305	5,408
GRAND TOTAL	78,798	77,391

SUMMARY OF INCOME AND EXPENSE

	Year Ended September 30	
	1955	1956
Gross Income from Patients		
In-Patient Charges		
Private	\$ 937,248	\$ 1,056,432
Semi-Private	2,976,847	3,306,039
Ward	1,693,248	1,648,556
Newborn	<u>134,397</u>	<u>190,451</u>
Total	5,741,740	6,201,478
Out-Patient Charges.....	<u>661,391</u>	<u>776,794</u>
Total	<u>6,403,131</u>	<u>6,978,272</u>
Deduction from Gross Income		
Allowances	476,960	552,415
Provision for Bad Debts	<u>142,958</u>	<u>117,755</u>
(net of recoveries)		
Total	<u>619,918</u>	<u>670,170</u>
Net Income from Patients	<u>5,783,213</u>	<u>6,308,102</u>
Operating Expenses	5,764,814	6,170,876
Depreciation	<u>480,639</u>	<u>491,182</u>
Total	<u>6,245,453</u>	<u>6,662,058</u>
Operating Loss	462,240	353,956
Other Expense	23,603	25,239
Interest	<u>134,982</u>	<u>110,465</u>
Total Loss	<u>620,825</u>	<u>489,660</u>
Supplementary Income		
Endowment Income	170,658	182,632
Other Income	192,564	174,650
Yale University Appropriation	<u>56,975</u>	<u>76,066</u>
Total	<u>420,197</u>	<u>433,348</u>
Net Loss - Charged to Working Capital	\$ 200,628	\$ 56,312

GRACE-NEW HAVEN COMMUNITY HOSPITAL

GENERAL SERVICE MEDICAL STAFF

September 30, 1956

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 Marvin Scarbrough
 Max Smirnow

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 Joseph N. D'Esopo
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 Arthur J. Geiger
 Barnett Greenhouse

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 Samuel D. Kushlan
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 Robert F. Scholl
 Samuel Spinner
 Maurice J. Strauss
 Robert M. White

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Gideon K. deForest

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Herbert D. Lewis
Nerses Y. Matossian

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Harry Sigel
William E. Swift, Jr.
Morgan Y. Swirsky

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Harold G. Higgins

Kenneth G. Johnson
Marvin Lillian
John C. McLaughlin
John C. Moench
Walter S. Morgan

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Willem F. VanEck
Robert P. Zanes

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Vincent Balletto
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Gunar N. Bohan
Robert B. Boyd
Allan A. Brandt
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Karl B. Bretzfelder
Massimo Calabresi
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M. J. Carpinella
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Eugene N. Cozzolino
Gabriel Cusanelli
Hermann S. Cutler

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Alexander Fischer
Peter W. Fiskio
Barnett I. Freedman
Morris Freedman
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Angelo L. Gentile
Reginald E. Gillson
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Herman R. Greenhouse
James A. Grillo
Morris Hankin
Millard C. Hanson
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Martin Heinemann
Albert L. Hendricks
Isao Hirata, Sr.
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Joseph L. Kaplowe
Frederick Kessler
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(Neurology)
Nathan Levy
Benno Lipton

Samuel R. Millen
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Nickolas Nickou
James T. Nixon
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Oscar Roth
Allan A. Rozen
Gustave Sirot
(Dermatology)
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Morris Slater
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 Philip A. Marinoff
 Irving J. Marshak
 Carter Marshall
 Louis R. Mattie
 John J. Milici

J. C. Varrone
 Arthur Weil
 Otto Willner
 Paul Winer
 Herbert Wyatt
 Raymond J. Zagraniski
 Charles Zale

PSYCHIATRY

Consulting

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Frederick C. Redlich

Attending

William B. Curtis
 Stanley Leavy

Richard Newman
 Maxwell Pasternak

Everett S. Rademacher
 Bernhard A. Rogowski

Assistant Attending

Sidney Berman

DEPARTMENT OF OBSTETRICS AND GYNECOLOGY

Chief of Obstetrics and Gynecology

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Assistant Chief of Obstetrics and Gynecology

Charles B. Cheney

Honorary

A. Nowell Creadick

Richard F. Rand

Consulting

C. Lee Buxton

Harry Conte

Herbert Thoms

Attending

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 Jachin B. Davis
 Joseph A. Fiorito

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 John C. Haley
 Orvan A. Hess
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 Luther K. Musselman
 Arthur G. Wilkinson

Assistant Attending

Maurice F. Beauchamp
Charles B. Cheney
Joseph B. Forman

Milton S. Godfried
Gabriel Ingenito
Emil D. Karlovsky

Florence Keller
Gerald Krosnick
Frank E. Lach

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Fred Gibson

David J. Kreis

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William C. Billings
George A. Bonner
Bernard L. Conte

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Michael Lavorgna
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William D. Riordan
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Bernard R. Swan
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Normal Obstetrics

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Vincent Balletto
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Dana L. Blanchard
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Robert S. Boyd
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Edward V. Carangelo
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Hermann S. Cutler
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Joseph L. Kaplowe
Sam Kirby
Leo W. Koster
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Wilson Powell
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Morris Slater
Robert Taylor
Sterling Taylor
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J. C. Varrone
Herbert Wyatt
Charles Zale

DEPARTMENT OF PATHOLOGY

Chief of Pathology

William B. McAllister, Jr.

Consulting

Averill A. Liebow

Levin L. Waters

Attending

William B. McAllister, Jr.

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Assistant Chief of Pediatrics

David H. Clement

Honorary

Arnold A. Gesell

Consulting

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Milton J. E. Senn

AttendingDavid H. Clement
Charles S. Culotta
Morris Goldstein
Elizabeth HarrisonMaurice M. Hillman
Morris Y. Krosnick
Paul F. McAlenney, Jr.Robert Salinger
Edward T. Wakeman
Joseph Weiner
William R. WilsonAssistant AttendingFrancis J. Albis
Michael D. Albis
Harry L. FilerWilliam Glaser
Lawrence Michel
Robert F. NewtonCharles Scholhamer
*Carter Stilson
Morris WesselJunior Assistant AttendingMerrill A. Baratz
Paul S. Goldstein

Richard H. Granger

Sidney Hurwitz
John Morrison

*Leave of absence

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Alan C. Mermann

Victor Szanton
Walter Tietz
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DEPARTMENT OF RADIOLOGY

Chief of Radiology

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Attending

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Alfred J. Kummer

Robert M. Lowman

Assistant Attending

Chu Huai Chang

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DEPARTMENT OF SURGERY

Chief of Surgery

Courtney C. Bishop

Assistant Chief of Surgery

Robert R. Berneike

GENERAL SURGERY

Honorary

William F. Verdi

Consulting

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**Maxwell Lear

Gustaf E. Linskog
**Anthony J. Mendillo

**Ralph W. Nichols
**Thomas H. Russell

Attending

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Max Carter (Thoracic)

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Gervase J. Connor
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Lewis C. Foster
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Mark A. Hayes

William Mendelsohn
Ashley W. Oughterson
Frederick W. Roberts
Max Taffel
Paul W. Vestal

**Includes elective Gynecology

Assistant Attending

Donald B. Alderman
 William E. Bloomer
 Stanley S. Brodoff
 Lycurgus M. Davey
 (Neurology)

Alphonse F. Gencarelli
 Isao Hirata, Jr.
 Robert R. McDonnell
 (Neurology)

John P. Riesman
 Franklin Robinson
 (Neurology)
 Donald P. Shedd

Junior Assistant Attending

Samuel A. Jaffe

Robert Lowenberg

Courtesy

Samuel Climo (Plastic)
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 William Koufman
 Stephen R. Magyar
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Orlando Pelliccia, Jr.
 C. Seaver Smith
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 J. Alexander VanHeuven

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 Frederick A. Wies
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Assistant Attending

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Carlton C. Phillips

Courtesy

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James F. Cobey

Herman C. Little

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 David Poverman

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 Norton Canfield

Paul B. MacCready
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Genesis F. Carelli

Charles T. Flynn

Norman N. Smith

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Lloyd L. Maurer

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Hyman A. Levin
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Albert Howard

Thomas A. Ray

Associate

Frank Tortora

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Courtesy

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Simon B. Kleiner

A. Markoff

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Consulting

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Morton J. Loeb

Attending

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Chairman of Section
 A. L. Cavallaro
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Donald F. Johnston
 William Kirschner
 Walter S. Langston

John B. Noll
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 A. B. Rosoff
 Martin A. Rothman

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Terry E. Hiltunen
 George M. Montano

Herman B. Tenin

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Peter Iaccarino

Milton Lisansky
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 Harold T. Moore
 Francis R. Mullen

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 Conrad W. Newberg
 Samuel H. Pinn
 Walter S. Quin
 David A. Rozen
 Lester S. Sarkady
 Jacob Sharp
 Angus White

ANESTHESIOLOGY

Attending

Alestair Gillies

Nicholas M. Greene

Frederick W. Hehre

*Leave of absence

GRACE-NEW HAVEN COMMUNITY HOSPITAL

UNIVERSITY SERVICE

September 30, 1956

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Harry S. N. Greene (Pathology)

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Milton C. Winternitz (Pathology)

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Charles-Edward A. Winslow (Hygiene)

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 Lawrence Stark
 William W. Winternitz

Attending Physicians

Jack J. Albom
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Marcus Backer
John H. Bumstead
Gideon K. deForest
Joseph N. D'Esopo
(Tuberculosis)
Nicholas D. D'Esopo
Hugh L. Dwyer, Jr.
Theodore S. Evans

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Jesse S. Harris
Martin Heinemann
Kirby Howlett, Jr.
(Tuberculosis)
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(Neurology)
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Maurice Strauss
(Dermatology)
Frederick C. Warring, Jr.
(Tuberculosis)

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Frank M. Castiglione
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Martin E. Gordon
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Robert H. Jordan
Harvey W. Kaetz
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Willoughby Lathem
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Llewelyn K. Lieberman
Sidney Licht
Marvin Lillian
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Robert G. Nims
Louis O'Brasky
(Dermatology)
John B. O'Connor
(Tuberculosis)

Joseph Ormand
(Neurology)
George J. Piazza
Pasquale A. Piccolo
Irving J. Poliner
Mariano L. Riccitelli
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Sydney Selesnick
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Eugene Sillman
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(Dermatology)
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Jasper A. Smith
N. P. R. Spinelli
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Harriet Sullivan
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Willem VanEck
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Robert P. Zanes, Jr.

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Leon Cudkowicz
K. M. Drechsler

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R. Fishman
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Andrew Huvos
H. Levitin

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Paul S. Slosberg
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James P. Dunn

John M. Flexner
Seymour M. Glick
William Hoffmann
John C. Kukral

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Robert I. Weed
Alfred W. Wolfsohn

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John W. Drake
Gilbert Eisner

Robert B. Flinn
Harry A. Fozzard
Alexander F. Goley
William B. Hutchinson

Mary-Louise A. Johnson
Chase W. Peterson
Robert L. Scheig
David L. Young
Irving Zieper

Physical Medicine & Rehabilitation

Resident: O. G. Goldkamp

Asst. Resident: H. Kamenetz

PEDIATRICS

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Associate Pediatricians

Harold D. Bornstein, Jr.
Rose W. Coleman

Morris Green
Vernon W. Lippard
Silvio J. Onesti, Jr.

Sally Ann Provence
Henry Silver

Associate Psychiatrists

Ellis A. Perlswig

Albert J. Solnit

Associate Psychologists

Ethelyn H. Klatskin

Katherine M. Wolf

Assistant Pediatricians

Charles H. Johnson, Jr.

Maria F. Stack
Evelyn D. Schmidt

Matthew A. Tandys

Attending PediatriciansEugenia S. Cameron
David H. Clement
Charles S. Culotta
Herbert S. Harned, Jr.Edith B. Jackson
Roswell D. Johnson
Morris Y. Krosnick
Paul F. McAllenney
Robert SalingerEdward T. Wakeman
Ruth Whittemore
William R. Wilson
Herbert YannetAssistant Attending PediatriciansMerrill A. Baratz
Albert S. Beasley
William R. Breg, Jr.
Harry L. Filer, Jr.
Marjorie M. Fouts
Morris Goldstein
Paul S. Goldstein
Richard H. Granger
Robert N. Hamburger
Elizabeth R. HarrisonMaurice M. Hillman
Sidney Hurwitz
William D. Irving
William R. Keuffner
Robert G. LaCamera
Alvin S. Mason, Jr.
Alan C. Mermann
John B. Morrison
Robert F. NewtonMartin F. Randolph
Charles F. Scholhamer
Louis Spekter
Julius D. Stein
Vivian Tappan
Walter Tietz
Elsie M. Tytla
Richard J. Waters
Joseph Weiner
Morris A. WesselResident Pediatrician

Esten W. Ray

Assistant ResidentsPeter R. Cunningham
Mary P. Kent
C. Grant LaFargeWilliam E. Lattanzi
Samuel R. Leavitt
Melvin LewisArthur Nehrer
Baird S. Ritter
Jimmy L. SimonInternesWilliam H. Ayers
Bertram S. BrownNicholas A. Coassin
Joseph A. Leistyna
George L. MiznerJames R. Patrick
Barbara Williams

PSYCHIATRY

Psychiatrist-in-Chief

Theodore Lidz

Associate Psychiatrists

Norman A. Cameron
Stephen Fleck
Daniel X. Freedman
Charles W. Gardner, Jr.

Gilbert H. Glaser
(Neurology)
Jay Katz
Rafael Moses

Martin L. Pilot
Frederick C. Redlich
Clarence R. Rubenstein
Albert J. Solnit

Associate Psychologists

George F. Mahl

Roy Schafer

Carl N. Zimet

Attending Psychiatrists

Eugene B. Brody
Jules V. Coleman
William B. Curtis
Felice M. Emery
Lawrence Z. Freedman
Helen R. Gilmore

John W. Higgins
Samuel P. Hunt
Edith B. Jackson
Paul E. Kaunitz
Stanley A. Leavy
Hans W. Loewald

Alfredo Namnum
Richard Newman
Maxwell Pasternak
Everett S. Rademacher
Bryant M. Wedge
Henry Wexler

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Lane Ameen
George R. Andrews
Robert L. Arnstein
Irving N. Baer
John M. Bellis

Sidney Berman
(Neurology)
Louis B. Fierman
Frank Hladky, Jr.
Walter W. Igersheimer

James A. Kleeman
Nathaniel J. London
John P. Plunkett
Samuel Ritvo
Edwin C. Wood

Resident

Daniel P. Schwartz

Associate Resident

Edwin C. Severinghaus

Assistant Residents

David Abel
Jay L. Collins
William D. Cone
Thomas P. Detre
Paul L. Errera
John S. Kafka

Reuben E. Kron
Richard Lamb
Seymour L. Lustman
Lonnie MacDonald, Jr.
Edward M. Ornitz
Jacques M. Quen

Irving Schneider
Frederick Snyder
Rebecca Soloman
Melvin L. Sommer
Aaron Stern
Jane A. Wilkinson

SURGERY

Surgeon-in-Chief

Gustaf E. Lindskog

GENERAL SURGERY

Associate Surgeons

William E. Bloomer
William W. L. Glenn

Mark A. Hayes

Michael Hume
Donald P. Shedd

Attending Surgeons

Courtney C. Bishop
Louis N. Claiborn

Lewis C. Foster
Simon B. Kleiner
(Proctology)

Ashley W. Oughterson
Max Taffel

Assistant Attending Surgeons

Donald Alderman
Henry N. Blansfield
Joseph B. Cherry
Charles F. Dyer
Eugene J. Fitzpatrick, Jr.

Paul J. Gerity, Jr.
Isao Hirata, Jr.
Victor A. Machcinski
James W. Major
William Mendelsohn

John C. F. Mendillo
Giocchino S. Parrella
Frederick W. Roberts
Edward R. Smith
Paul W. Vestal

Assistant Surgeons

Dicran Goulian, Jr.

Sherwin B. Nuland

Charles L. Rickerich

Resident Surgeons

Ira S. Goldenberg

Thomas M. McNeill

Jose F. Patino

Assistant Residents

George S. Bascom
George E. Becker, Jr.
William P. Byrnes
Edward D. Coppola
Arthur C. Crovatto

Frank R. DiFiore
Stevenson Flanigan
Virginia L. Fogerson
Richard B. Foster
Thomas O. Gentsch
Robert O. Jensen

John L. Kline
Maxwell L. Mulcahy
Perry W. Nadig
Newton L. Turk, III
William A. Whalen, Jr.

Internes

Joseph A. Bauer
Marianne A. Beatrice
Raymond K. Bopp
Hubert B. Bradburn, Jr.
James C. Collias

Suzanne H. Conrad
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William A. Gryboski
Peter Hutchin
Evan F. Lindberg

John B. McGinty
Edward C. Meyer
Seymour C. Nash
Edgar B. Thompson, III
Bruce Trembly

ANESTHESIOLOGY

Director

Nicholas M. Greene

Associate Director

Alastair J. Gillies

Associate Anesthesiologists

Frederick W. Hehre

Frances J. Mackay

Dorothy J. Whittaker

Assistant Anesthesiologists

Norman M. Bremmer

Kurt F. Schmidt

Residents

James J. Gallagher

E. Louise Payne

Assistant Resident

Robert L. Willenkin

DENTAL SURGERYAssociate Surgeon and Chief of Section

Bert G. Anderson

Attending Surgeons

Wilbur D. Johnston

William H. Kirschner

James P. Pigott

Assistant Attending Surgeons

William R. Dunleavy
 Salvatore J. Esposito
 Newton E. Faulkner
 Terry E. Hiltunen

Walter S. Langston
 William M. Lawrence
 Harold T. Moore
 Francis R. Mullen
 Conrad W. Newberg

John B. Noll
 Gerald L. St. Marie
 David Stamm
 John B. Weimer

Assistant Resident

Hernando Mendoza

Interne

Lennart S. Fahlgren

NEUROSURGERY

Associate Surgeon and Chief of Section

William J. German

Associate Surgeon

Saul A. Frankel

Attending Surgeon

Bernard S. Brody

Assistant Attending Surgeons

Lycurgus M. Davey

Robert R. McDonnell
Franklin Robinson

Irving J. Sherman

Assistant Surgeons

Nicholas P. Kitrinis

Harvey R. Leventhal

Robert E. Steiner

Resident

Norman L. Cobb

Assistant Resident

Sidney N. Paly

OPHTHALMOLOGY

Chief of Section

Rocko M. Fasanella

Attending Surgeons

Clement C. Clarke

Arthur M. Yudkin

Assistant Attending SurgeonsIlona K. de Suto-Nagy
David Freeman
William I. Glass
Francis P. Guida
Leon Kaplan
Herman C. LittleLouise J. C. Lovekin
Jacob Nodelman
Harold C. Patterson
Carlton C. Phillips
Ernest Rosenthal
Daniel M. TaylorStephen Troubalos
J. Alexander VanHeuven
Michael E. Vegliante
Frederick A. Wies
Frederick D. Williams
Andrew S. WongResident

Bernard D. Zuckerman

Assistant Residents

Paul J. Simel

Raymond J. Zagraniski

ORTHOPEDIC SURGERY

Associate Surgeon and Chief of Section

Charles O. Bechtol

Associate Surgeon

Harold M. Frost, Jr.

Attending Surgeons

Malcolm S. Eveleth

Denis S. O'Connor

William S. Perham

Assistant Attending Surgeons

Walter A. Dalmain
Alfonso Della Pietra
Charles T. Flynn, Jr.
George G. Fox
Russell V. Fuldner
Gerald S. Greene

Walter F. Jennings
Sidney R. McPherson
A. David Poverman
Earl J. Rhodes
A. Lewis Shure

Ned M. Shutkin
Charles K. Skreczko
Ivan M. Spear
Philip L. Staub
Luther M. Strayer, Jr.
Martin L. Sumner

Resident

Willard F. Greenwald, Jr.

Assistant Residents

Leland R. Lugar

George D. Stilwell

OTOLARYNGOLOGY

Associate Surgeon and Chief of Section

John A. Kirchner

Attending Surgeons

Norton Canfield

Paul B. MacCready
Charles Petrillo

Samuel J. Silverberg

Assistant Attending Surgeons

Gregory K. Dwyer

Joseph C. Elia
Lawrence G. M. Lydon

Henry Merriman

Resident

Howard W. Smith

Assistant Residents

Decio M. deEscobar

Eiji Yanagisawa

Audiologist

H. I. Pomerantz

UROLOGY

Associate Surgeon and Chief of Section

Bell M. Harvard, Jr.

Associate Surgeon

Thomas A. Ray

Attending Surgeon

Ralph A. Jenkins

Assistant Attending Surgeons

Robert R. Berneike

John B. Goetsch

Harry R. Newman

Resident

Thomas A. Ray

Assistant Resident

Arnold M. Baskin

OBSTETRICS AND GYNECOLOGY

Obstetrician and Gynecologist-in-Chief

C. Lee Buxton

Associate Gynecologist

John M. Morris

Associate Obstetricians and Gynecologists

Walter Herrmann

Edward H. G. Hon

Luigi Mastroianni, Jr.

Assistant Obstetrician and Gynecologist

R. N. P. Lowi

Attending Obstetricians and Gynecologists

Joseph A. Fiorito

Carl E. Johnson

Luther K. Musselman

Assistant Attending Obstetricians and Gynecologists

Maurice F. Beauchamp
William C. Billings
Charles B. Cheney
Arthur J. Connolly
Jachin B. Davis
Joseph B. Forman
Irving Friedman

Milton S. Godfried
John C. Haley
Orvan W. Hess
Clayton S. Hitchins
Gabriel A. Ingenito
Emil D. Karlovsky
Florence Keller

David J. Kreis
Gerald Krosnick
Frank E. Lach
Stewart J. Petrie
Stefanie Z. Roth
Virginia M. Stuermer
Arthur G. Wilkinson

Residents

Richard S. Banfield, Jr.

John R. Lyddy

Assistant Residents

Fillmore Buckner
Frank Chung
George G. Couch

John G. Daley
Richard U. Hausknecht
Orlando J. Miller
Robert T. Miller

Lois M. Mosey
Arnaldo L. Munoz
Victor M. Rodriguez

RADIOLOGY

Radiologist-in-Chief

Arnold H. Janzen

Associate Radiologists

Elisha Atkins
Richard L. Barach

Chu Huai Chang
Alfred J. Kummer

Robert M. Lowman
Harrison Shapiro

Physicist

Franklin Hutchinson

Paul J. Rosenbaum

Attending Radiologist

Michael D'Amico

Assistant Attending Radiologists

Aloys G. Ansprenger
Sumner Goldenthal
Richard B. Harvey

Dorothea R. Peck
Robert Shapiro

Alan B. Skorneck
Wayne P. Whitcomb
Frederick Zaff

Resident

Spinks H. Marsh

Assistant Residents

Leonard Davis
James T. DeLuca
Marvin J. Friedenber

Orlando F. Gabriele
Francis E. Korn, Jr.

Robert C. Lawson
James Lum
Sam E. Morris

PATHOLOGY

Pathologist-in-Chief

Averill A. Liebow

Associate Pathologists

William R. Adams
Wilhelm S. Albrink
Milton R. Hales

Donald W. King, Jr.
Elias E. Manuelidis

William B. McAllister, Jr.
J. Haskell Milstone
Levin L. Waters

Assistant Pathologist

Harold J. White

Resident

Virginia S. Green

Assistant Residents

Frank A. Carone

Fred W. Doyle

Internes

Shirley E. Downing

Haroutune D. Kaloustian
Burt K. Kusserow

Erwin R. Rabin

DIETETICS

Director

Doris Johnson

GRACE-NEW HAVEN COMMUNITY HOSPITAL

DEPARTMENT OF NURSING

September 30, 1956

ADMINISTRATIVE STAFF

Director

Anna E. Ryle

Associate Directors

Dorothy Alling

Elizabeth Wilkinson

Assistant Directors

Marion Barnette

Barbara Kane

Shirley Parkhill

Director, Out-patient Clinics and Supervisor, Emergency Service

Caroline E. Falls

In-Service and Licensed Practical Nurse ProgramAssistant Director

Kathleen Barrett

Assistant Supervisors

Elizabeth Cole

Henrietta Garrahan

Josephine Pecoraro

CLINICAL SERVICES

SURGERY

SupervisorsAdena Brownstein
Lois D'Addetta
Gertrude LevineElizabeth Mott
Anne PetrilloMonica Shields
Eleanor Swanson
Rosalie WilsonHead NursesLouella Barker
E. Irene Carroll
Helen Chuan
Marie Costanzo
Barbara DobieJane Griffin
Marjorie O'Donnell
Margaret O'Neil
Clare Plunkett
Barbara PrattGenevieve Santacroce
Elizabeth Swanson
Myrtle Swanson
Emma Stanio
Jean Weed

MEDICINE

Supervisors

Eunice Gordon
Rosalie Gabriel

Claudia Guschel
Katherine Keegan
Dorothy MacLennan

Eleanor Perfette*
Jennie Wajnowski

Head Nurses

Laurel Cohen
Mary Diamante

Margaret George
Lucille Kimball

Myrthel Nelson
Sarah Rowley

CHILDREN'S

Supervisors

Isabelle Brockett
Teresa Dennehy

Irene Miglis

Edith Olson
Evelyn Sturmer*

Head Nurses

Helen Bennett
Katherine Davis

Marilyn Goldstein

Jane Stana
Dorothy Taylor

OBSTETRICS

Supervisors

Jacqueline Boyd

Edna L'Heureux
Ruth Link

Elizabeth McGarry

Head Nurses

Jean Burz
Helen Kelly

Nathalie Lachappelle

Frances Stoll
Joan Sweeney

OPERATING ROOMS

Supervisors

Marguerite duMortier

Luba Kozak

Inservice Instructor

Margaret Scherer

Head Nurses

Gertrude Bildstein

Lois Brady
Mary Branchini

Gladys Prendergast

PERSONNEL HEALTH SERVICE

Leila Patterson

STUDENT HEALTH SERVICE

Helene Fitzgerald

Shirley Horsman
Margaret Maddocks

Louise Valchine

CENTRAL SUPPLY AND CENTRAL ORDERLY SERVICES

Gertrude Sanborn

Clara Wheeler

GRACE-NEW HAVEN SCHOOL OF NURSING

September 30, 1956

DIRECTOR

Anna E. Ryle

Associate Director

Marie U. Archibald

Assistant Director

Martha Boisvert

Fundamentals of NursingInstructor

Rowena Nadig

Assistant Instructors

Delia Denson

Rauha Koski
Doris Richter

Enid Young

Science Instructors

Mary Bilcheck

Charlotte Coe

Instructor - Psychology and Sociology

Theodore Anderson

Instructor - Medical Nursing

Adele Findlay

Instructors - Surgical Nursing

Julia Bear

Ellen Viscount

Instructor - Maternity Nursing

Angelina Occhiboi

Instructor - Dietetics

Patricia Cuddy

Instructor - Operating Room

Rita Naranjo

Instructors - Nursing Care of Children

Cynthia Moller

Margaret Scherm

Marion Weinberger

Librarian

Audrey Young

Residence Director

Catherine Konyn

LICENSED PRACTICAL NURSE PROGRAM

Licensed Practical Nurse Program - State Department of Education

Supervisor

Miss Helen Marchant

Licensed Practical Nurse Program - State Department of Education

Nursing Instructor

Miss Elizabeth Plummer

Licensed Practical Nurse Program - Grace-New Haven Community Hospital

Assistant Director

Miss Kathleen Barrett

Licensed Practical Nurse Program - Grace-New Haven Community Hospital

Assistant Supervisors

Miss Elizabeth Cole
Mrs. Henrietta Garrahan
Mrs. Josephine Pecoraro

THE UNIVERSITY OF CONNECTICUT SCHOOL OF NURSING

September 30, 1956

Dean

Carolyn L. Widmer

Clinical Coordinator

Elaine Raymond

Clinical Instructors

Clara Anderson (Medical Nursing Fundamentals of Nursing)	Barbara Brookes (Medical Nursing, Fundamentals of Nursing)
Carol Hayes (Medical and Surgical Nursing II)	Jacquelyn Montefalco (Surgical Nursing, Fundamentals of Nursing)
Joanne Matheson (Pediatric Nursing)	Florence Roman (Surgical Nursing, Fundamentals of Nursing)

YALE UNIVERSITY SCHOOL OF NURSING

September 30, 1956

Dean of the School of Nursing and Professor of Nursing

Elizabeth S. Bixler

Professor of Nursing Education

Jean MacLean

Professor of Nursing

Hedwig Toelle

Assistant Dean of the School of Nursing and Associate Professor of Nursing Education

Eleanor A. Hall

Associate Professor of Mental Health Nursing

Marion E. Russell

Associate Professor of Nursing (Public Health)

M. Elizabeth Tennant

Assistant Professor of the Nursing Care of Children

Trude R. Aufhauser

Assistant Professor of Public Health (Occupational Health Nursing)

Mary L. Brown

Assistant Professor of Microbiology

Leonor D. Haley, Ph.D.

Assistant Professor of Surgical Nursing

Elizabeth L. Hart

Assistant Professor of Physiological Chemistry and Nutrition

Myrtie E. Kinney

Assistant Professor of Medical Nursing

Margaret J. Magee

Assistant Professor of Rehabilitation Nursing

Edith V. Olson

Assistant Professor of Obstetrical Nursing

Ernestine Wiedenbach

Research Associate in Mental Health Nursing

Ida J. Orlando

Instructors in Clinical Nursing

Elizabeth W. Badgeley (Children's Service)

LaVerne Fakkema (Children's Service)

Virginia M. Brantl (Surgical)

Mary'Vesta Marston (Medical)

Judith Nigro (Obstetrics)

Instructors in Nursing Arts

Jean L. Hopkins

Jane Stacy

Yuki Takagi

Instructor in the Basic Sciences

Martha Pitel, Ph.D.

Clinical Instructor (Director, Student Health Service)

Helene M. Fitzgerald

Registrar of the School of Nursing

Antoinette H. Daniels

Assistant in Instruction in Nursing (Arts)

Ann C. Featherston

Assistants in Instruction in Clinical Nursing

Helen H. Downing (Operating Room)

June T. Veckerelli (Obstetrics)

Assistant Professor of Medical Nursing

Margaret A. Mason

Assistant Professor of Maternal Nursing

William V. Olson

Assistant Professor of Obstetrical Nursing

Ernestine Wiedemann

Nurse-Associate in Mental Health Nursing

Ida L. Orlando

Instructors in Clinical Nursing

Elizabeth W. Hadeney (Children's Service)
Virginia M. Bessell (General)
Mary-Vivian Munson (Medical)
William W. Ford (Obstetrics)

Instructors in Nursing Arts

Joan L. Holmes
Jane Clark
John Takagi

Instructor in the Basic Sciences

Martha Friel, Ph.D.

Clinical Instructor (Director, Student Health Service)

Helen M. Fitzgerald

Registrar of the School of Nursing

Arminette H. Daniels

Assistant in Maternity in Nursing (Art)

Ann O. Richardson

Assistant in Instruction in Clinical Nursing

John H. Downing (Operating Room)
June T. Vokorila (Obstetrics)

